RSAC 2025 Conference

Many Voices.
One Community.

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Thought Leadership = Mission Leadership: How Ideas Shape Our Cyber Future

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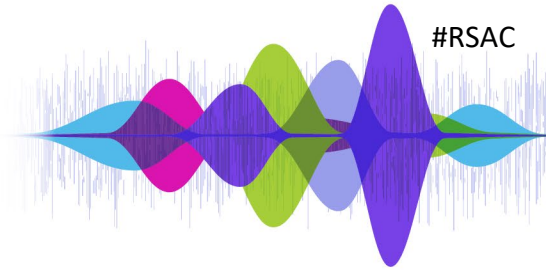

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What Is Thought Leadership?

Evolution of Thought Leadership at CIS

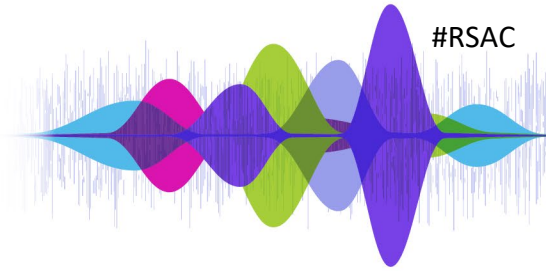
From...

- A byproduct of good work
- Establishing authority, influence
- Changing OPM (Other People's Minds)
- "Sell" our existing content
- External focus

To…

- Aligned, integral to strategy
- Creating specific change
- Changing OPA (Other People's Actions)
- Create appropriate content
- Create internal alignment

Evolution of Thought Leadership at CIS



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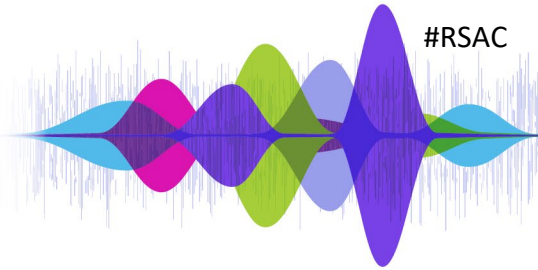
Founding the Center for Internet Security



- **The Idea**
  - Community development of security content
- **The Message**
  - We have more in common than different, which implies collective action
- **The Business Model**
  - Organize Volunteers (“the workforce that doesn’t work for us”)
  - Create and distribute free content
  - Support the company with membership, licensing
- **The outcome**
  - 25 years of continuous operation, world-wide presence
  - Adoption by vendors, enterprises, and institutions

The Multi-State ISAC
(Information Sharing & Analysis Center)

- **The Idea**
  - Collective defense (more than cooperation)
- **The Message**
  - Serving the Underserved
- **The Business Model**
  - Federal funding, with add-on services, shared services
  - Aggregating demand of small enterprises
- **The Outcome**
  - 20k members; a 24x7 nationwide community

Rethinking Threat Intelligence

- **The Idea**
  - States and locals cannot easily implement most threat intelligence services
  - Shift focus toward making the highest impact for the most under-resourced orgs
- **The Message**
  - Let us be your threat intelligence service provider
- **The Business Model**
  - Get rid of complex ingestion and high barrier for entry
  - Focus on removing noise and automating proactive defense
- **The Outcome**
  - Timely, actionable, and relevant intelligence ingested by more than 8k local governments
  - More than 900% growth in just 2 years!

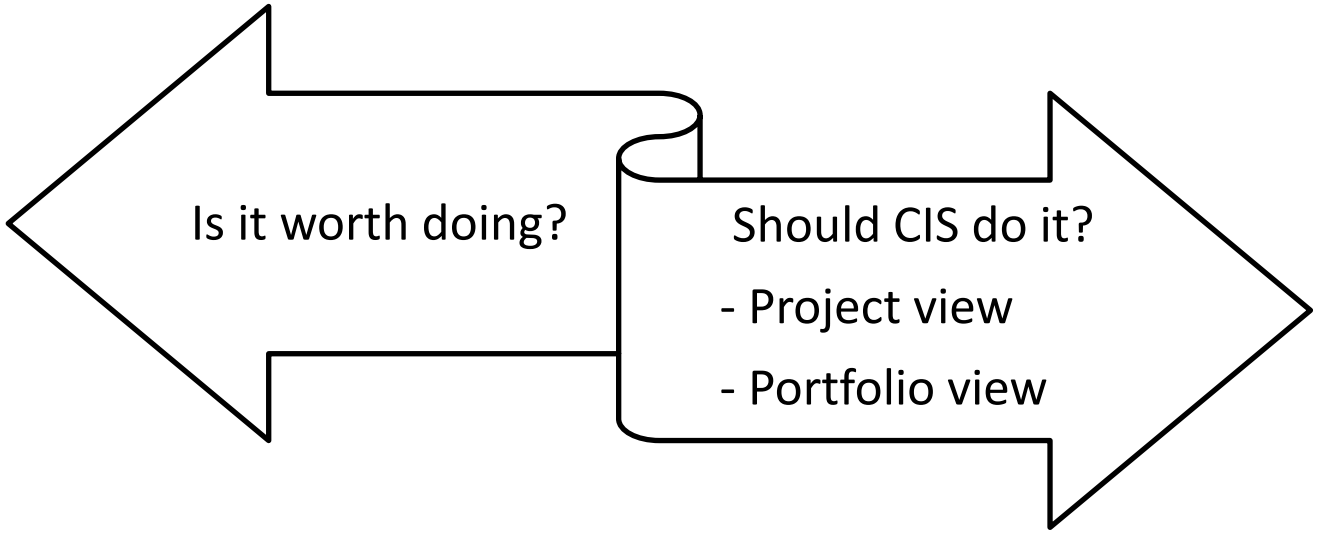
Relationship to CIS Strategy

Mission Attributes

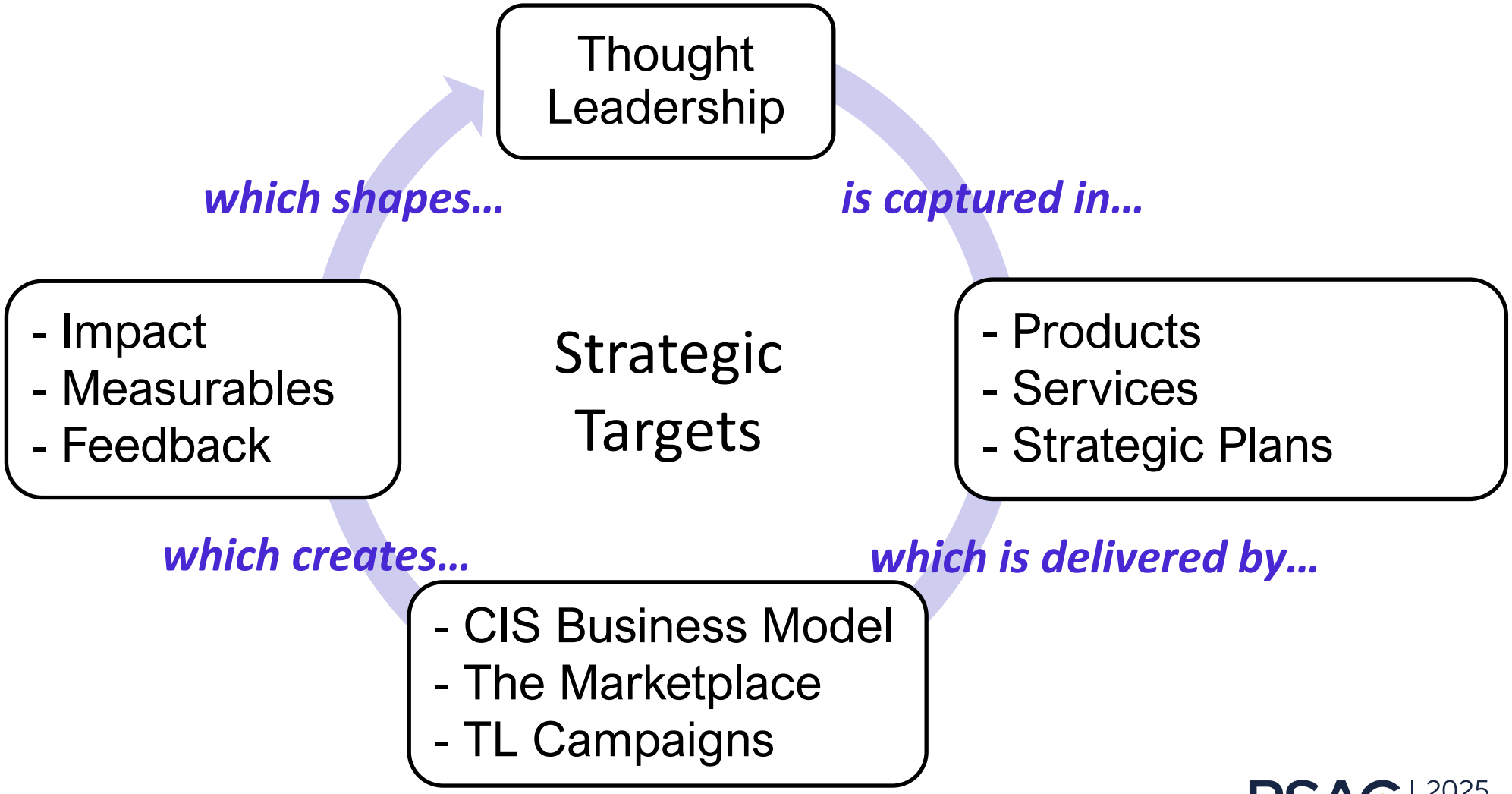
- Cyber underserved
- Global impact (Reach)
- Measurable security impacts
- Influencing others

Business Attributes

- Financial implications (Nonprofit)
- Likelihood of success
- “Uniqueness” of CIS
- Risk of “side effects”



A Cycle of Strategy: Products, Services, Thought Leadership



The Three-Box Solution

*Focused on recognizing and closing the **performance gap***

*Focused on recognizing and addressing the **possibility gap***

Box 1

Manage the Present

Optimize the current business

Box 2

Selectively Abandon the Past

Let go of the practices (and values) that fuel the current business but fail the new one

Box 1 actions are nearly always in response to strong signals & linear changes

Box 3

Create the Future

Invent the new business model

Box 2 & 3 actions require awareness of weak signal & non-linear changes

Breakthrough innovation!

The Three-Box Solution
by Vijay Govindarajan
HBR Press

When you get back to the office….

- Step back from your day to assess:
  - How much time am I spending in Boxes 2 & 3?
  - What is holding me back from sharing my *Big Idea*?
  - How can I change my communication and strategy to *own* the solution?
  - Ways to align message and content
- Then, get a second opinion!
  - Seek the advice of professional mentor, not a generic one
- Make the solution part of your strategy process
  - Find an owner, define the roadmap, involve the workforce

Big Problems Require Big Solutions

- March 2021
  - Ever Given container ship stuck in the Suez Canal for 6 days
  - 5 days in, 369 ships were in queue, delaying an estimated $9.6 *billion* worth of global trade
  - Weighs 220,000 tons

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Thank You

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